"The world's premier engineering organization. Trained and ready to provide support anytime, anyplace. A full spectrum Engineer Force of  high quality, dedicated soldiers and civilians.  A vital part of the Army.  The Engineer team of choice, responding  to our Nation's needs in peace and war.  A values-based organization, respected, responsive, and reliable. Changing today  to meet tomorrow's challenges!"

**Lieutenant General Joe N. Ballard**
**Commander**
**United States Army Corps of Engineers**

CESWT-DD                                                    12 May 1997

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Tulsa District OPLAN

References:

  a.  USACE Strategic Plan, 14 March 1997 [*http://www.usace.army.mil/essc/vision/*].

  b.  HQUSACE Campaign Plan, 14 April 1997 [*http://www.usace.army.mil/campaignplan.htm*].

  c.  ER 10-1-2, "Organization and Functions, U.S. Army Corps of Engineers Division and District Offices," 1 May 1996 [*http://www.usace.army.mil/inet/usace-docs/eng-regs/er10-1-2/toc.htm*].

  d.  HQ, Southwestern Division Campaign Plan, 14 April 1997.

  e.  Tulsa District FY97 Goals and Objectives, October 1996, updated March 1997.

1.  Situation.

  a.  General: The U.S. Army, the U.S. Army Corps of Engineers,  the Southwestern Division (SWD), and the Tulsa District (SWT)  like the rest of the Government, are undergoing a fundamental reassessment of their size and mission.  Initiatives such as the National Performance Review (NPR) and laws such as the Federal Workforce Reduction Act (FWRA) and the Government Performance and Results Act (GPRA) mandate that agencies within the Federal Government become smaller and more results oriented.  The ongoing downsizing of the Defense and Civil Works budgets are constraining resources in the Corps' traditional military and civil programs.  At the same time, the Department of Defense and the Nation face serious engineering challenges.  Opportunities to support other Federal agencies are increasing as other agencies draw down their in-house engineering capabilities.  The Army and Air Force are calling on the Corps to expand its role in selected areas such as installation support, support to contingency operations, the environment, and privatization.  In light of these trends, the Corps of Engineers needs to reassess its basic approach to business and its role within the Federal Government.  A corporate strategic planning process and resulting suite of Campaign and Operational Plans form the blueprint which will be used to guide our response to these challenges.

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b.  The USACE vision will guide the Corps in meeting these challenges:

"The world's premier engineering organization.  Trained and ready to provide support anytime, anyplace.  A full spectrum Engineer Force of high quality, dedicated soldiers and civilians.  A vital part of the Army.  The Engineer team of choice, responding to our Nation's needs in peace and war.  A values-based organization, respected, responsive, and reliable.  Changing today to meet tomorrow's challenges!"

c.  To achieve the Chief's vision, the "**CorpsPlus**" master strategy has been developed. **"CorpsPlus"** has three elements: **Revolutionize Effectiveness, Seek Growth Opportunities, and Invest in People**.  This master strategy is supported by seven sub-strategies: **Align for Success, Satisfy the Customer, Build the Team, Serve the Army, Enhance Capabilities, Build Strategic Commitment, and Reshape Culture**.  A description of each goal and sub-strategy is contained in the Corps Strategic Plan (reference a).

d.  The USACE Vision is also our vision in SWT.  To achieve our vision, we have integrated the goals and initiatives we established for FY97 into the SWD initiatives.  The SWD initiatives were developed by the SWD Strategic Planning Task Force under a theme of Customer Focused Regional Teamwork.  They reflect the efforts of all the districts within the Division and directly support the USACE goals and sub-strategies.

e.  Assumptions.

(1)  Federal funding for traditional Corps civil and military projects in SWT's area of operations will continue to decline for the foreseeable future.

(2)  Federal funding for operations and maintenance of Corps facilities will continue to decline for the foreseeable future.

(3)  Opportunities for work will emerge as other agencies draw down their internal engineering capabilities.

(4)  The Administration will continue to support initiatives to reinvent Government and continue the pressure to privatize Government services.

(5)  Information technology will continue to develop and proliferate with a major trend toward "virtualism."  Effectively harnessing this technology will  allow  SWT to organize and deliver its products and services in innovative, cost-efficient ways.

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(6)  Our customers, civil and military, will continue to demand more responsive, more cost effective, higher quality, and more innovative support from the Tulsa District and the Corps of Engineers.  They will be expecting us to deliver "best value" support.

2.  Tulsa District Mission to Support the Corps Strategic Plan.  The Tulsa District applies an intense customer focused attitude, regional teamwork, and a commitment to revolutionizing District and Corps effectiveness in order to meet the changing needs and exceed the expectations of customers in the District's areas of responsibility, seek growth opportunities, and improve the Corps of Engineers ability to effectively support the Nation in peace and war.

3.  Execution.

a. Commander's Intent.

The Tulsa District is totally committed to and embraces both the USACE Commander's and the SWD Commander's intent.

Chief of Engineers:

The Vision and its associated strategic management plan are bold initiatives designed to transform us and  position the Corps for the 21st Century. In my mind's eye, I see a bold, vibrant organization; one that has a worldwide reputation for excellence and mission accomplishment. A Corps that:

- is embraced by the Army as critical to their success,

- has people striving to join us,

- routinely receives prestigious awards for customer satisfaction, quality and design excellence,

- is always strategically planning for the future, and

- operates as a team!!

To achieve our Vision and get out in front of the changes required by technology and the future realities, we must strike out boldly. We must dramatically transform our approach to our customers, business, and processes. Our efforts must be coordinated, unified, and holistic. The time for incremental change is past. Success will come from a

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carefully sculpted, aggressive plan. We will only have one Vision in USACE. All echelons within the Corps will achieve the Vision through their Campaign or Operations Plans. We cannot -- must not -- become fragmented in our execution. This is imperative for unity of effort. Finally we must remember that at the heart of all our efforts are soldiers, airmen, their families, and the citizens of this great country. Whatever we do must make a positive impact on their lives. That's why we are here.

<u>Commander, Southwestern Division</u>:

The central guiding concept of our SWD Campaign Plan, in meeting the imperatives of the USACE Vision and Master Strategy, is to meet our customers' needs through enhanced regional and national teamwork. The foundation stones of teamwork are trust, commitment, and shared vision. To lay that foundation, we carefully crafted a definition of regional operations:

*Regional operations means moving toward a more corporate team approach throughout SWD. We will continue to enhance communication, cooperation, and coordination between HQ USACE, SWDO, districts, and our customers. We will strive to use the best Division/Corps mix of capabilities, expertise, and experience to better meet the increasing needs of our customers. This achievement will improve our ability to set regional priorities, share workloads to match capabilities, and optimize use of resources in the region. The regional and national operations culture will be one of trust, shared experience, high technology, high value added, and commitment to serving internal and external customers.*

This foundational definition, shared with, commented on, and committed to by our SWD leadership team, has served as bedrock for our campaign planning. What emerged from our early planning efforts was a compelling need for:

- New high-technology tools to enhance our teamwork in meeting customer needs;

- New forms of regional teamwork;

- An effective method of marketing outreach;

- Innovation in our 3-R activities (Reorganization, Reengineering, and Reinvention);

- A need for expanding/linking our core competencies to meet emerging customer needs;

- Showing extraordinary care for our most important SWD assets—our precious people.

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These six areas will form the basis of our planning and execution of the HQ Strategic Vision and Master Strategy in SWD.

Commander, Tulsa District:

SWT will remain focused on being the Corps Standard in Customer Care and Professionalism as we work to make the vision articulated by LTG Ballard a reality. This effort will be grounded on our commitment to operate as an integral part of a greater SWD regional team and a unified Corps of Engineers in serving our customers. We will represent "One Corps" in everything we do. This will demand that we know and understand the full capabilities of all elements of the Corps especially our sister districts in the Southwestern Division. We will continue to develop and sustain superb communications and coordination with the SWD staff, districts within the Division, and districts surrounding our area of operations. Teamwork, trust, and commitment to customers will be the basis of these efforts. Many of the efforts we began over the past 2 years are being formalized as initiatives supporting the new Corps Vision. Accomplishments of our initiatives must occur as parallel actions, all moving toward the same end. Although we don't want to make poorly thought out changes in how we do business, we must not waste time in unnecessary, long studies and evaluations. Our commitment must be to continued action, and improved mission execution..........not just documents and words.

It is important that our workforce understand the Corps Vision, Master Strategy and Sub-strategies. Our support of the Corps and SWD Campaign Plans is built around actions which support the sub-strategies.

**Align for Success**: *We will continually evaluate our organization and business processes and make necessary adjustments to best serve our customers and meet changing mission requirements.*

**Satisfy the Customer**: *We will focus all our efforts on creating delighted customers. This demands that we listen and view what we are doing from the customer's perspective. We will deliver quality products and services within the bounds of legal responsibility.*

**Build the Team**: *We will operate as a "door to the Corps." Our customers will have the benefit of the resources of the entire Corps. We will willingly accept work for the Corps, wherever it may be, and then coordinate with the geographic district or other Corps elements, as required, to deliver quality services to the customer.*

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**Serve the Army and the Air Force***:  We will expand upon the superb relationships we have developed with our Director of Public Works customers.  We will help them provide improved support to their installations while adjusting to reduced resources and manpower.  This same enhanced installation support will be provided to our Air Force Base Civil Engineers.*

**Enhance Capabilities***:  We will market our capabilities and seek growth opportunities in areas that sustain and enhance the core competencies which are critical to successful execution of our missions to serve the Nation in peace and war.*

**Build Strategic Commitment***: We will ensure that each employee in the District is committed to the strategic direction of the Corps and understands the role they play in the initiatives of the Division and District which are aimed at making the Corps Vision a reality.*

**Reshape the Culture***: We will continue to work at every level to promote corporateness and make customer service supported by a consistent One Corps attitude the way everyone does business.*

     The District has led the way in building and using enhanced regional and national teamwork to better serve customers.  We have been guided by four action-oriented goals which will remain the cornerstones of our operations.  We will continue to:

> *DELIVER* quality products and services,
> *CREATE* [satisfied] delighted customers,
> *DEVELOP* an empowered workforce, and
> *DEVELOP and BE* a caring professional team.

    b.  Concept of Execution.

    The Tulsa District will support the USACE Strategy and SWD Campaign Plan through initiatives, each managed by a Division or Office Chief, or other senior leader in the District. District Initiatives are aligned with SWD Initiatives for purposes of clarity and unity of effort. The District's FY97 Objectives are integrated into these initiatives. Each Division or Office Chief develops his/her assigned initiatives and monitors execution by formulating  milestones, measures of success, and connections to the SWD Initiatives, and Corps Strategy.  Coordination and integration between divisions and offices and supervision of key milestones will be managed by the Total Quality Steering Committee (TQSC).   Note that while Division/Office Chiefs will provide overwatch of individual initiatives, many initiatives rely on the efforts of multiple District elements for success.  Execution of the OPLAN is the responsibility of the entire chain of command.  Initiative teams may be developed to oversee implementation of

some initiatives.  Lead Division/Office Chiefs will ensure their initiatives are coordinated with other staff agencies and other districts as appropriate.  Initiative Leads will provide periodic updates to the TQSC.   The SWT is an integral part of the SWD Regional Team and will be represented on and actively engaged in the six SWD Campaign Plan Initiative Teams.  These six Division/Office Chiefs will coordinate the group of initiatives associated with their SWD Team.  They will also provide quarterly updates to the TQSC on Regional and District progress.

    c.  Instructions to Division and Office Chiefs.

      (1)  All Division and Office Chiefs:

        (a)  Support lead Division/Office Chiefs in achieving objectives of District initiatives.

        (b)  Develop internal plans to support the District OPLAN and achievement of the Corps strategies.

        (c)  Develop initiative plans for each initiative which your organization is the lead or support organization.  Propose and develop in accordance with the outline in 3.d.2 below, any additional initiatives that are determined to be required.

        (d)  Ensure that all employees understand the Corps Vision, Corps Plus Strategy and the sub-strategies which will guide us into the next century.  Each employee should know the role they play in executing the initiatives that support the Corps Vision and strategies.

        (e)  Proactively pursue initiative accomplishment.

        (f)  Seek opportunities to have District representatives serve on SWD, USACE, and Army level task forces, process action teams, or study teams aimed at improving how we do business and serve customers.

        (g)  Be prepared to brief progress on initiatives as part of quarterly District planning off-sites.

        (h)  Assign primary and alternate team members to each initiative as appropriate.  Ensure that those portions of the initiatives which require the support of your functional office are adequately resourced.  Ensure team members from within your division/office have the time and resources necessary to meet team commitments.   Assure that appropriate communications in the chain of command are used to keep initiatives on track.

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       (i)  Share success stories about your customer support and reengineering/reinvention activities with other elements of the District, Regional counterparts, and Corps stovepipes. Gather success stories from throughout the Corps, Federal and State government and private industry in order to improve your processes.

     (2)  Chief, Programs and Project Management Division:

       (a)  Responsible for interface with SWD **Regional Teams** Team.

       (b)  Provide District lead on SWT Initiatives  2.2, 2.3, 2.4, 2.6, 3.2, 3.4,  3.9,  4.1, 5.3  (Annex A).

       (c)  Identify and develop new initiatives as required.

     (3)  Chief, Engineering and Construction Division:

       (a)  Responsible for interface with SWD **Core Competencies** Team.

       (b)  Provide District lead on SWT Initiatives 1.3, 2.1, 3.6, 3.7, 3.8, 3.10 (Annex A).

       (c)  Identify and develop new initiatives as required.

     (4)  Chief, Planning Division:

       (a)  Responsible for interface with SWD **Marketing Outreach** Team.

       (b)  Provide District lead on SWT Initiatives 3.9, 5.1, 5.2,  (Annex A).

       (c)  Identify and develop new initiatives as required.

     (5)  Chief, Information Management Office:

       (a)  Responsible for interface with SWD **New Tools** Team.

       (b)  Provide District lead on SWT Initiatives 3.1,  3.3 (Annex A).

       (c)  Identify and develop new initiatives as required.

(6)  Chief, Resource Management Office:

(a)  Responsible for interface with SWD **Restructuring, Reengineering, Reinvention** Team.

(b)  Provide District lead on SWT Initiatives 1.1, 1.2 (Annex A).

(c)  Identify and develop new initiatives as required.

(7)  Chief, Equal Employment Opportunity Office:

(a)  Responsible for interface with SWD **People** Team.

(b)  Provide District lead on SWT Initiatives 6.2, 7.2 (Annex A).

(c)  Identify and develop new initiatives as required.

(8)  Chief, Operations Division:

(a)  Provide District lead on SWT Initiative 2.2 (Annex A).

(b)  Identify and develop new initiatives as required.

(9)  Deputy Commander

(a)  Provide District lead on SWT Initiatives 6.1, 7.1 (Annex A).

(b)  Identify and develop new initiatives as required.

d.  Coordinating Instructions.

(1)  Total Quality Steering Committee:  The TQSC is chaired by the Commander, monitored by the Deputy Commander, daily managed by the TQ Coordinator, and comprised of each Division and Office Chief , Army Community of Excellence Chairperson, and Union Representatives.  The TQSC serves as the oversight committee for execution of this OPLAN. The TQSC will ensure integration between initiative team actions as appropriate; review initiatives proposals from Division and Office Chiefs and provides recommendation to the Commander; resolve conflicts between taskings to functional offices; coordinate and align

resources as needed for initiative implementation; and ensure collective efforts conducted by Division and Office Chiefs do not have negative impact on other ongoing Corps or SWD work.

(2)  Initiative Plans:  Each Division and Office Chief will prepare a detailed plan for his/her assigned SWT initiatives.  Initial plans will be completed NLT 12 May 1997 (Annex A). Updates on progress will be submitted to the Commander at the beginning of the first month of each quarter for review during quarterly District Planning Off-Sites.  Each initiative plan will address:

(a)  A brief description of the initiative(s) to be accomplished.

(b)  Concept of Execution - How SWT supports SWD initiatives. How our FY97 objectives fit.

(c)  Lead organization.

(d)  Coordinating organizations.

(e)  Timeline and milestones.

(f)  How to measure success (focus on performance and output-oriented measurements).

(g)  Connection to SWD Initiatives.

(3)  The SWT pagemaster will establish the OPLAN on the Internet at the earliest possible date.

(4)  The TQSC will meet monthly with the Commander to discuss the progress of plan execution.

(5)  The OPLAN is effective for planning upon receipt.  Initiatives are effective for execution upon approval by the Commander.

4. OPLAN process management.

a.  Overall responsibility for executing the OPLAN rests with the chain of command. Once the Commander approves the overall plan to include initiative plans, the TQSC will meet

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monthly to monitor progress and recommend changes.  The TQSC will  review and monitor the development of each Division and Office Chief's initiatives to ensure milestone dates are synchronized.

b.   Initiative Plans will be living documents.  Recommended changes to plans may be made by Division and Office Chiefs.  Proposed revisions to initiatives will be referred to the respective lead Division and Office Chief.  Changes and adjustments will be discussed at TQSC meetings.  Approval authority for changes which impact other initiatives is the Deputy Commander.  Changes which impact only the internal actions and initiative(s)  milestones may be authorized by the Division and Office Chief.

c.   Each initiative team will be overseen and maintained by the lead Division and Office Chief until such time as its initiatives as measured by the measurement standards defined in the action plan are accomplished.  Once the Division and Office Chiefs' initiatives are accomplished, the team may be disbanded upon approval of the Deputy Commander.

5.  Command and Communications.

a.  Command.

(1)  The Commander chairs the TQSC and is responsible for the execution of the OPLAN.  The Deputy Commander will monitor execution of the OPLAN.  The TQ Coordinator will serve as the daily manager of the TQSC and the OPLAN.  Division and Office Chiefs are responsible for the preparation and execution of their initiatives.  Division and Office Chiefs will ensure horizontal integration of their initiative team's plans within the SWT staff.  Division and Office Chiefs will ensure support from within their functional offices as required to execute the initiative plan.

(2)   Division and Office Chiefs are designated initiative team leaders as noted in paragraph 3c.  Division and Office Chiefs may delegate day-to-day oversight to another senior staff member provided that any individual so designated can speak for and commit the Division/Office Chief to the requirements of the initiative plan(s).

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     b.   Communications.   Chief, Public Affairs Office will ensure the OPLAN is posted on its web site upon approval of the Commander.

FOR THE COMMANDER:


                (signed)
            THOMAS M. FRENDAK
            Lieutenant Colonel, EN
            Deputy Commander


ANNEX A:  SWT OPLAN Initiatives

DISTRIBUTION:
1 each Member TQSC

**Goal 1:  Revolutionize Effectiveness**

*Substrategy 1:  Align for Success*

    Initiative 1.1:  Plan and execute Reorganization, Re-engineering and Re-invention activities in SWT

    Initiative 1:2:  SWT support to the collocation of SWD Headquarters with Fort Worth District

    Initiative 1.3:  Assist in planning and executing the smooth transition of Albuquerque District from SWD to SPD


*Substrategy 2:  Satisfy the Customer*

    Initiative 2.1:  Redesign SWT's on-base resident offices to better serve our Army and Air Force installations

    Initiative 2.2:  Reevaluate the District Office support to Operations Project Managers to better serve project customers

    Initiative 2.3:  Reinvent SWT on a regional basis at every opportunity based on recent experiences

    Initiative 2.4:  Continue excellence in SWT Regional Interface mission

    Initiative 2.6:  Improve SWT regional political communications


*Substrategy 3:  Build the Team*

    Initiative 3.1:  Modernize SWT Information Management Infrastructure

    Initiative 3.2:  Implement the SWT Virtual Resource Team (VRT) initiative

    Initiative 3.3:  Implement SWT Internet Services

    Initiative 3.4:  Make the HTRW Design District concept an effective example of regional teamwork

Initiative 3.6:  Develop Regional Technical Expertise Database

Initiative 3.7:  Develop a Regional A-E Contracting Database

Initiative 3.8:  Develop and Maintain Regional Lessons-Learned Database

Initiative 3.9:  Promote the Standardization of CADD/GIS tools to facilitate regional and national teamwork

Initiative 3.10:  Establish Performance Standards for the National Dam Safety Program


## Goal 2:  Seek Growth Opportunities

*Substrategy 4:  Serve the Army & Air Force*

Initiative 4.1:  Use the lessons of USACE Re-invention Center for District Installation Support (IS) and case history from Support For Others (SFO) projects to support reimbursable customers


*Substrategy 5:  Enhance Capabilities*

Initiative 5.l:  Establish and Execute a Coordinated, Unified Marketing Plan

Initiative 5.2:  Train the workforce for outreach activities

Initiative 5.3:  Link and expand existing core competencies


## Goal 3:  Invest in People

*Substrategy 6:  Build Strategic Commitment*

Initiative 6.1:  Effectively communicate the USACE strategic vision in SWT

Initiative 6.2:  Recognize and reward accomplishment of SWT initiatives


*Substrategy 7:  Reshape the Culture*

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Initiative 7.1:  Recruit, retrain and train team members in the new working environment

Initiative 7.2:  Maintain an Effective Work Environment

**NOTE:  Numbers 2.5, 3.5, 4.2, and 4.3 intentionally omitted from the sequence.**

# SWT OPLAN Initiatives

## Initiative 1.1:  Plan and execute Reorganization, Re-engineering and Re-invention activities in SWT

1.  Description:  Focused on customer satisfaction, with the Project Manager as the customer service focal point, SWT reorganizes, re-engineers and reinvents as needed to meet mission requirements.  We will support the HQ guidance for the "Test Division" and incorporate it as necessary.

2.  Concept of Execution:  SWT will review SWD guidance on reorganizations and restructuring.  We will integrate the Total Quality concepts, define processes, and take necessary steps to reorganize, re-engineer or reinvent in order to improve our business processes.  All Division and Office Chiefs will seek to improve their workforce through specific task analysis and training.  They will identify and map business processes in their organization.  We will utilize state-of-the-art technology.  We will implement the District Corps of Engineers Electronic Information System (CEERIS) by participating with USACE as the test site for Real Estate Division.  The CEERIS implementation will continue to include all applicable district functions.  We will continue to plan, schedule, purchase hardware and software, and train to achieve effective programs like Electronic Bid Sets, PROMIS, and REMIS.  Restructuring of the HTRW Design Center will be completed by 1 October 1997.  We will be an active participant in the integration and execution of the Chief of Engineers' guidance concerning "Test Division" initiatives.  As required, we will participate in the task force to nominate SWD Initiative 1.1, 3.2, 3.3, 5.1 and 5.2 for the test division concept.

3.  Lead organization:  RM

4.  Coordinating organizations:  Division and Office Chiefs

5.  Timeline and Milestones:

    a.  Identify and select key processes for mapping     Complete
    b.  Complete mapping of the selected processes     Complete
    c.  Complete HTRW Design Center restructuring     Jun 97
    d.  Complete detail as-is mapping of the selected     Jun 97
    processes
    e.  Complete analysis of selected processes - redundancies, roadblocks, improvements identified; improvements implemented; if not implemented an execution plan developed for execution beginning 1 Oct 97     30 Sep 97
    f.  Establish electronic bids sets     30 Sep 97

g.  Publish a decision on the HTRW Design Center Restructuring
(Action: SWD)                                          30 Sep 97
h.  Develop an action plan, with performance measures, to
implement the Chief of Engineers' "Test Division" guidance
                                                       30 Oct 97
i.  Execute restructuring of HTRW Design Center        30 Oct 97
j.  Complete CEERIS implementation and training for Real
Estate                                                 30 Jan 98
k.  Complete expansion to other information technology func-
tions                                                  Continuous

6.  How to measure success:

a.  Evaluate the question "Does this add value to the customer
support processes?"
b.  Evaluate customer surveys.
c.  Receive feedback from the workforce on internal improve-
ments as a result of process mapping.

7.  Connection to SWD Initiative:  1.1.

**Initiative 1:2:  SWT support to the collocation of SWD Headquarters with Fort Worth District**

1.  Description:  SWD is developing a plan to collocate SWD Headquarters with Fort Worth District in FY98.  SWD will design an effective and efficient organization to support regional operations.

2.  Concept of Execution:  SWT will support this effort by reviewing and commenting as requested by Division regarding functions as they relate to the SWT mission.  This support will include being actively involved in staffing actions.  Division and Office Chiefs will work with their SWD counterparts to sustain open communications and effective processes to build stronger regional team work.  Additionally, SWT's objective of promoting regional teamwork will be accomplished by working directly with SWD to lower the overall cost of doing business while maintaining quality services throughout the SWD.  Be prepared to assist in performing specified tasks as required.

3.  Lead organization:  RM

4.  Coordinating organizations:  Division and Office Chiefs

5.  Timeline and Milestones:  To be determined

6.  How to measure success:  Respond to SWD in a timely manner to all correspondence and reviews of functional areas.  Work with SWF customers in a "One Corps" spirit.

7.  Connection to SWD Initiative:  1.2.

**Initiative 1.3:  Assist in planning and executing the smooth transition of Albuquerque District from SWD to SPD**

1.  Description:  Tulsa District currently provides support to the HTRW/Environmental program in Albuquerque District (SPA).  Tulsa District will continue to support the Albuquerque District's HTRW program in such a manner that the transition of SPA from SWD to SPD will be transparent to the customer.

2.  Concept of Execution:  SWT will prepare a transition plan/SOP with SPA to allow on-going tasks to continue uninterrupted.  The transition plan will establish procedures and points of contact for requesting and providing future HTRW support as appropriate.

3.  Lead Organization:  EC

4.  Coordinating Organizations:  PP, EC-DR, EC-FW, CESPA

5.  Timeline and Milestones:

    a.  Prepare Draft Transition Plan                            30 May 97

    b.  Coordinate with SPA                                       15 Jun 97

    c.  Implement Transition Plan                                 1 Jul 97

6.  How to Measure Success:  No customer complaints relating to HTRW program execution and the successful achievement of established milestones.

7.  Connection to SWD Initiative:  1.3.

**Initiative 2.1:  Redesign SWT's on-base resident offices to better serve our Army and Air Force installations**

1.  Description:  Review and improve the organizational structure, physical location, and technical capabilities of each military area/resident/project office with a focus on improving communications and services that will be utilized by our military customers.  An optimum balance will be sought between the forward placement of District resources and centralized placement in the District Office.  The approach must also address the full spectrum of customers we service to include not only the BCE/DPW communities but also the environmental communities on the installations.

2.  Concept of Execution:  Co-locate Corps area/resident/project offices with DPW/BCE's where appropriate.  Upgrade electronic connectivity between field offices, customers and the District.  Provide dedicated work space in each field office for part-time/full-time installation Project Manager (PM).  Install CADD terminal(s) in each field office and provide CADD connectivity to each military customer.  The on-going co-location at Fort Sill is our lead effort on this initiative.  We will capture lessons there and apply them at other locations.  We will also continue work with McAlester AAP to determine whether we should be a Test Team for the AMC Functional Area Assessment (FAA) Construct Initiative.

3.  Lead Organization:  EC

4.  Coordinating Organizations:  PP, IM, LO, EC-D, Area and Resident offices

5.  Timeline and Milestones:

    a.  Submit application for MCAAP FAA Construct     23 May 97
    Test Site to AMC

    b.  Coordinate with DPW/BCE and other customers    30 Jun 97

    c.  Identify initial offices to be co-located     1 Jul 97

    d.  Submit MCAAP FAA Construct Test Action Plan    25 Jul 97
    to AMC

    e.  Develop SWT improvement plans all offices     1 Aug 97

    f.  Co-location of Fort Sill Resident Office    30 Sep 97
    with DPW

    g.  Submit first SWD assessment to SWD      30 Oct 97

h.  Award contracts for SWT improvements/equipment     1 Nov 97

   i.  Submit remaining offices SWD assessment          15 Jan 98
   to SWD

   j.  Re-design of all offices completed                1 Jun 98

6.  How to Measure Success:

   a.  Feedback from Customer Satisfaction Surveys.

   b.  Achievement of milestones.

7.  Connection to SWD Initiative:  2.1.

**Initiative 2.2:  Reevaluate the District Office support to Resident Managers to better serve project customers**

1.  Description:  SWT will critically examine the relationships between Resident Managers and Division/Offices to ensure that the roles and responsibilities of all parties effectively result in customer-focused organizations which maximize the return on our resources.  This initiative will address more effective communications and the utilization of the chain between the Chief of Operations Division, Resident Managers, and Lake Managers.  The intent also facilitates the Resident Manager as the primary contact with external customers.

2.  Concept of Execution:  Each Division and Office Chief will ensure all work activities occurring at, near, or in the vicinity of an operations field office will be fully coordinated with the Resident Manager.  This action will mirror the procedure used on military installations with respect to the Resident Engineer.  To accomplish this we will conduct in-depth briefings with our Resident Managers and those Division and Office Chiefs who have work actions on-going or projected at lake projects to ensure the Operations Division chain of command is utilized.  Functional specialists may also be required to make field visits to project offices to brief work items.  Water supply contracts are an example where we have recently done this.  The result of emphasizing the Resident Manager as the single responsible individual for Corps activities will better serve customers, empower project staff, and eliminate work redundancies.

3.  Lead organization:  OD

4.  Coordinating organizations:  Division and Office Chiefs

5.  Timeline and Milestones:

    a.  As described above, examine and evaluate relationships and work actions between Resident Managers, Lake Managers, Real Estate Division, Contracting Division, Planning Division, Engineering and Construction Division, Public Affairs Office, Information Management Office, Safety Office, Resource Management Office, Logistics, Equal Employment Opportunity, Office of Counsel, and Operations Division support staff at the District Office.                  1 Sep 97

    b.  Modify business processes of all parties as appropriate
                                            Each Office NLT 1 Jan 97

6.  How to Measure Success:

12 May 1997

a.  Customer and partner feedback through existing or new surveys.

b.  Feedback from Resident Managers.

c.  Follow-up meeting with Resident Managers and District staff.

7.  Connection to SWD initiative:  2.2.

**Initiative 2.3:  Reinvent SWT on a regional basis at every opportunity based on recent experiences**

1.  Description:  District staff will examine recent experiences for opportunities to reinvent themselves regionally in the area of Civil Works, Military, and HTRW Programs.

2.  Concept of Execution:  Specifically, we must capitalize on recent unexpected failures and success from issues associated with the Red River Chloride Control Project in Oklahoma and Texas, Air Force Fire Training Facilities, and Fort Chaffee Environmental Restoration Program.  Difficulties experienced in projects like these can help us redefine paradigms to meet customer needs in innovative ways.  Insights gained will be shared on a regional basis.  We will use After Action Reviews (AAR's) to learn from our successes and failures in order to grow and improve.  Emphasis will be placed on expanding regional focus through regional coordinating organizations such as the Arkansas White Red River Basin Interagency Committee (AWRBIAC), Red River Valley Association, and regional partnering for Military and HTRW Programs.  This initiative will promote regional teamwork through team building activities, effective conflict resolution, and identification of regional delegation of authorities and responsibilities.

3.  Lead organization:  PP

4.  Coordinating organization:  EC, PL, CT

5.  Timeline and milestones:

    a.  Conduct After Action Reviews (AARs) Training        FY97
    b.  Complete examination of key successes/failures      Jan 98
    c.  Develop implementation strategy                     Jun 98

6.  How to measure success:

    a.  Customer-satisfaction survey results.
    b.  Quality, schedule, cost performance measurements.
    c.  Number of regional teams assigned to projects.

7.  Connection to SWD Initiative:  2.3.

**Initiative 2.4:  Continue excellence in SWT Regional Interface mission**

1.  Description:  The Corps, in its recent history, has redefined some of the roles previously performed by divisions and districts.  With the need for greater district, regional, and national interdependence, there is a greater need for districts to be more pro-active in coordination on a regional basis.

2.  Concept of Execution:  We are just beginning to proactively fill the regional interface role.  Numerous partnering meetings with other districts and divisions have been held to discuss the required interfaces. The districts' continued promotion of regional teamwork through team building activities and identification of regional authority and responsibilities will help achieve this initiative.

3.  Lead organization:  PP

4.  Coordinating organizations:  Division and Office Chiefs

5.  Timeline and milestones:

   a.  Follow up partnering meeting with SWF                May 97

   b.  SWG, SPA, and MRK partnering meeting TBD         FY97-98

6.  How to measure success:
   a. Timeliness of development and execution of initiative.

   b. Partnering meeting feedback.

   c. Number of partnering or teambuilding activities conducted with other Corps elements at every level.

7.  Connection to SWD Initiative:  2.4.

**Initiative 2.6:  Improve SWT regional political communications**

1.  Description:  There is a need to develop a corporate commu-
nication strategy to build understanding, commitment, and rela-
tionships with Congressional, State, and community leaders.
This will continue to foster better coordination of all actions
with these offices and more effective support to the Nation.

2.  Concept of Execution:  The district will develop political
points of contact based on political leaders interests.  The
district will be a resource for the political leaders by provid-
ing current information/status on Corps projects.  The district
will visit our Congressional delegations on a periodic basis at
both the Washington and local state offices.  Both Congress-
men/Senators and their staffs will be briefed on all SWT activi-
ties and other Corps activities within their area of interest.

3.  Lead organization:  PP

4.  Coordinating organizations:  OD, PA, PL, EC, and OC

5.  Timeline and milestones:

   a. Conduct briefings to Washington & regional staffs  Feb 97

   b. Conduct update briefings to Congressional offices  Oct 97

   c. Conduct budget focused briefings                   Feb 97

6.  How to measure success:

   a.  Track visits and briefings vs. schedule.

   b.  Monitor political feedback.

7.  Connection to SWD Initiative:  2.6.

**Initiative 3.1:  Modernize SWT Information Management Infra-structure**

1. Description:  SWT will support the planning and implementation of an information management infrastructure which facilitates district, regional, and national teamwork.  Implement a common software platform which enhances the ability of teams to share documents and data regardless of organization or geographical location.  Improve communications and computer services at field offices and support the implementation of PROMIS in the district.

2. Concept of Execution:  Determine requirements of field offices for high-speed communication lines and local area networks (LANs), acquire equipment and software, and install services at field offices.  Participate in regional planning meetings and decision making to arrive at a common software platform for the Division.  Develop the technical skills and knowledge within SWT to support new software.  Acquire, test and install software, and provide training to customers.  Install hardware and software to support the fielding of PROMIS within SWT.

3. Lead organization: IM

4. Coordinating organizations:  Division and Office Chiefs

5. Timeline and milestones:

    a.  Install high-speed communications and LANs in field offices                                              Dec 96

    b.  Complete installation of common software platform

     - Windows NT Server                                  May 97

     - Windows 95                                       Aug 97

     - Microsoft Office 95                              Aug 97

     - Microsoft Office 97                              Jun 98

     - Microsoft Exchange                              Jun 98

    c.  Complete installation of PROMIS software       Jun 97

6. How to measure success:

    a.  Determine if schedules are completed on time.

b.  Conduct and evaluate surveys to determine customer satisfaction.

c.  Evaluate selected team initiatives to determine benefits of the new infrastructure.

7.  Connection to SWD initiative:  3.1

**Initiative 3.2: Implement the SWT Virtual Resource Team (VRT) initiative**

1. Description:  For many years each district office of the Corps of Engineers has been a one-stop center for a full range of project management, technical, and administrative services to a wide and varied number of customers.  However, the current and future trend of reducing federal funding in the Corps traditional Civil Works and Military Programs is forcing a change. No longer can each district office remain a one-stop, full-service provider of engineering and technical products with all possible core competencies.  Consequently, the project team of the future must become a regional/national team, sharing work and resources between district and division offices to the greater benefit of our customers.

The customer-focused project team includes Corps team members who, with their unique core-competencies, can address customer needs in a more effective and efficient manner.  By taking advantage of a rapidly changing computer and communications technology, these "virtual" team members can sit in the same building or thousands of miles apart and still share information, work, and resources seamlessly.  Further, this "virtual" project team allows the project manager to bring together the best regional resources to provide the highest level of quality, customer-focused services.  Providing the appropriate tools to allow this "virtual" team to work together seamlessly will be a primary responsibility of the SWD Virtual Resource Team.

This initiative implements a Virtual Resource Team and working environment, which establishes new opportunities to share district and division wide resources to produce high quality work products more efficiently and effectively.  This multi-disciplinary, regional, working-level team will evaluate existing project management business processes, identify requirements for improved sharing of resources and information, evaluate new tools, and coordinate development of standardized reports.

2. Concept of Execution:  The district will proactively participate with SWD in establishing a Virtual Resource Team to develop and coordinate VRT milestones and procedures.  This will provide more economical and diverse resources to our customers through regional team building activities.  All divisions and offices will look for ways to use technology to enhance customer support by better use of all Corps resources.

3. Lead organization:  PP

4.  Coordinating organizations:  Division and Office Chiefs

5.  Timeline and milestones:

    a.  Receive SWD team interviewing potential Virtual Resource
    Team members and discuss business practices with respect to
    team initiative                                        May 97

    b.  Provide district representatives to attend division
    meeting to set Timeline and milestones to further initiative   Jun 97

6.  How to measure success:

    a.  Number of projects executed by a virtual team.

    b.  Number of virtual team projects that deliver services
    and products within schedule or estimated costs.

    c.  Cost savings in developing regional reports rather than
    individual reports.

    d.  Cost savings in using new tools in lieu of normal travel
    costs.

    e.  Cost savings due to personnel reductions made possible
    by this technology.

7.  Connection to SWD Initiative:  3.2.

**Initiative 3.3: Implement SWT Internet Services**

1. Description:  Implement Internet services for the Tulsa District and provide support for division Internet services, including interactive applications.  Assist customers in identifying opportunities to change business processes and improve services through the use of the Internet.  Promote division efforts to share information and provide consistent views to customers.

2. Concept of Execution:  Develop the technical knowledge and skills to support SWT Internet services, acquire and install necessary software and hardware, implement initial applications, and provide training so that customers can maintain and expand Internet applications.  Acquire hardware and software required to support Internet services for the division office and for Interactive applications used throughout the division.  Participate as a team member in developing requirements and specifications and implementing division wide interactive applications.

3. Lead organizations:  IM

4. Coordinating organizations:  Division and Office Chiefs, SWD-IM, and SWD-PA

5. Timeline and milestones:

    a.    Implement Internet services in SWT.

     - Implement initial applications                  Jun 96

     - Publish plans for expanding Internet applications   Mar 97

     - District offices appoint pagemasters          Jun 97

     - Train organizational pagemasters             Jul 97

     - Identify and implement additional applications    Ongoing

     - Complete firewall protection for all Internet     Aug 97
       services

    b.    Support implementation of division website in Tulsa.

     - Complete preliminary support agreement        Feb 97

     - Make services available to division office      Mar 97

- Finalize support agreement                           Jun 97

   c.     Support implementation of division interactive website.

        - Purchase fourth-generation application development    Mar 97
        tool

        - Participate in developer training                     Apr 97

        - Participate in developing pilot application           Apr 97

        - Prepare Tulsa interim web site for pilot application  May 97

        - Complete agreement for SWD interactive website at     Jul 97
        SWT

        - Provide production interactive Internet server        Sep 97

        - Participate in identification and development of
        additional interactive applications                    Ongoing

6.  How to measure success:

    a.  Complete surveys to assess benefits and customer satisfac-
    tion.

    b.  Determine the number of requests by customers for new
    applications.

    c.  Determine the number of accesses to the various Internet
    services.

7.  Connection to Division initiative:   3.3.

**Initiative 3.4:  Make the HTRW Design District concept an effective example of regional teamwork**

1.  Description:  Continue developing regional teamwork for HTRW projects using and reinforcing the concept of the SWD HTRW Design District (Tulsa).  Recognize technical expertise and capabilities of each geographic district.

2.  Concept of Execution:  By promoting regional team work SWT will ensure that the HTRW Design Center is not seen as a threat to other districts, but as a resource for each geographical districts' customers.  The focus will be to "make the pie bigger" by having additional resources to offer in our marketing outreach programs. SWD customers in every district will win when we achieve optimal teamwork in leveraging the capability of Tulsa's HTRW Design Center.  To support this concept, SWT will reorganize the district's environmental resources into a single HTRW Design Center. A regional task force has developed a filter process that dictates what work is performed by the design center and what work is performed by the geographic district.  While being transparent to the customer this filter process promotes the regional team concept.

3.  Lead organization:  PP

4.  Coordinating organizations:  Division and Office Chiefs

5.  Timeline and milestones:

   a.  Conduct partnering meetings between Tulsa district and other SWD districts, including engineering and PM.     FY 97-98

   b.  SWT, SWD and representatives from other districts, will develop and distribute a summary of HTRW design district's roles and responsibilities, those of the other districts, and the interface between the team members.                     FY 97

   c.  SWT task force will recommend a reorganization plan to include a HTRW design center organization.             1 Oct 97

6.  How to measure success:

   a. Timely accomplishment of above milestones.

12 May 1997

b. Feedback on effective mission execution during partnering and teambuilding activities.

c. Customer surveys.

7. Connection to SWD Initiative:  3.4.

**Initiative 3.6:  Develop Regional Technical Expertise Database**

1.  Description:  Provide input to CESWD database on technical
expertise that exists within the Tulsa District technical elements.

2.  Concept of Execution:  Technical elements within SWT will
develop resume-style information papers highlighting their techni-
cal expertise.  The standard format to be established by SWD will
be utilized by each element.  Each technical element will be
responsible to keep their respective resumes updated at least
annually.  A current copy of all resumes will be kept by Engineer-
ing and Construction Division.  Resumes will be utilized in support
of SWT goals and objectives for promoting regional teamwork and
providing quality products and services.  By knowing the availabil-
ity of special expertise of all SWD Districts, these resources can
be utilized to accomplish our programs more effectively for all our
customers.

3.  Lead Organization:  EC

4.  Coordinating Organizations:  PL, PP

5.  Timeline and Milestones:

   a.  Receive SWD instructions                              TBD

   b.  Initial resumes completed              Above TBD + 60 days

6.  How to Measure Success:

   a.  Monitor frequency of referrals of sister District expertise
   by SWT.

   b.  Monitor contacts from regional District referrals.

   c.  Achievement of milestones.

7.  Connection to SWD Initiative:  3.6.

**Initiative 3.7:  Develop a Regional A-E Contracting Database**

1.  Description:  Provide input to SWD database on contracts that are available for use throughout the division boundaries.  This will enhance the contracting capabilities of each member of the regional team.

2.  Concept of Execution: Support and provide input to development of SWD regional AE Contracting Database.  Develop contract sharing processes.  SWT has an agreement in place with SWF, signed 12 Aug 96, which establishes roles, responsibilities, and costs of ser-vices to award delivery orders with our respective contractors.  Additional agreements will be obtained with SWL and SWG.  The database will be kept current by A-E Contracts Section in Design Branch.  All indefinite delivery A-E contracts are currently procured with provisions for use within the region.  Tulsa District will recommend the rapid inclusion of other type contracts, partic-ularly those supporting the HTRW program, within the database.  This initiative continues District efforts to provide tools that enhance product delivery, support marketing and promote regional teamwork within SWD.

3.  Lead Organization:  EC

4.  Coordinating Organizations:  CT, IM, EC-DA

5.  Timeline and Milestones:

    a.  Utilize "Beta" database software               In use

    b.  Develop MOU's with SWL and SWG          1 Oct 97

    c.  Full implementation of system on the Internet    TBD by SWD

6.  How to Measure Success:

    a.  Monitor established milestones.

    b.  Track the use of SWT contracts by regional districts versus our use regional districts contracts.

7.  Connection to SWD Initiative:  3.7.

**Initiative 3.8:  Develop and Maintain Regional Lessons-Learned Database**

1.  Description:  SWD is evaluating the establishment of a division-wide data base for capturing lessons learned on a regional basis.

2.  Concept of Execution:  SWT has established a similar program based upon the Omaha District database.  As noted in the SWD campaign plan, the challenge is to dedicate the resources to keep up the database with current information.  SWT will share its experience with SWD's Team 2, for consideration in the SWD develop-ment plan.  Use of this database will be emphasized by the SWT team.  This continues SWT objectives for promoting regional team-work and development of tools to enhance the quality of products and services delivered.

3.  Lead Organization:  EC

4.  Coordinating Organizations:  IM, PL

5.  Timeline and Milestones:

    a.  Input to SWD Team 2                                    1 Oct 97

    b.  Support of SWD Plan                                         TBD

6.  How to Measure Success:

    a.  Determine level of use and interest by monitoring the number of new entries each quarter.

    b.  Measure the number of log-ons by location and quarter (if feasible).

7.  Connection to SWD Initiative:  3.8.

**Initiative 3.9:  Promote the Standardization of CADD/GIS tools to facilitate regional and national teamwork**

1.    Description:  Establishment of regional/national CADD/GIS standards to seamlessly transfer data files among district, divisions and our customers' databases.  A universal CADD/GIS standard would allow exchanges of design drawings and database and mapping products between districts, agencies and services without having to change drawing levels, color, weight, working space, and other electronic attributes.  The Corps of Engineers has developed CADD and now GIS standards through the Waterways Experiment Station. Most districts have developed their own standards, mostly from earlier, simple Corps CADD standards.  They have also simplified the Tri-Service CADD/GIS standards. Districts have made their CADD/GIS standards part of their Architect-Engineer contract standards and have produced in-house designs to the CADD/GIS standards.

2.    Concept of Execution:  SWD has adopted the Tri-Services Spatial Data Standards (TSSDS) as the standards for CADD/GIS database and map/drawing development.  SWT adopted the SWD/TSSDS standards in January 1996.  Currently all CADD and GIS mapping and database activities routinely incorporate TSSDS standards.  All surveys, contract and in-house, are using and will continue to use TSSDS standards to insure compatibility with GIS.  In October of 1995 SWT created the SWT GIS Technical Committee to ensure District-wide standardization of CADD/GIS usage.  This committee will monitor TSSDS updates and coordinate with SWD to insure SWT standards remain current with TSSDS and SWD requirements.  The committee will coordinate with other Districts and assist them in developing similar committees if requested.  The committee will also continue to educate and inform customers and in-house technical and management staff on the use and availability of CADD/GIS technologies through organized efforts such as GIS Expos and other demonstrations.  The District will continue to place an emphasis on keeping CADD/GIS users trained in and informed of TSSDS standards to insure compatibility.  The GIS Technical Committee will evaluate SWT activities to determine compliance.

3.    Lead organization:  PL for GIS, EC for CADD

4.    Coordinating organizations:  EC, PL, RE; GIS Technical Committee; Tri-Service CADD/GIS Technology Center

5.    Timeline and milestones (SWT):

     a.  Create SWT GIS Technical Committee                          Oct 95

b.  Implement SWD/TSSDS CADD/GIS standards                     Jan 96

c.  Hold GIS "Expo" to inform and educate customers/in-house
elements                                                        Apr 97

d.  Coordinate with other SWD Districts to ensure standardiza-
tion of TSSDS                                                   OCT 97

e.  Hold additional GIS Expos                                   FY98

6.  How to measure success:

a.  Sample electronic files from SWT elements and check
against standards.

b.  Sample SWT A/E CADD/GIS contract requirements.

c.  Number of customer complaints/accolades.

d.  Number of training classes provided to SWT users.

e.  Number of GIS Expos and demonstrations for customer and
others.

7.  Connection to SWD Initiative:  3.9.

**Initiative 3.10:  Establish Performance Standards for the National Dam Safety Program**

1.    Description:  SWD is at the forefront in establishing performance measures to be used to evaluate the Dam Safety Program execution nationwide.  Efforts are already well underway with an established task force consisting of a variety of local, state and federal interests.

2.    Concept of Execution:  SWT has assisted and will continue to assist SWD in this effort.  Our on-going efforts are focused toward supporting this initiative with input and review as requested. Upon completion of the performance measures, SWT will comply with established milestones for implementation.  This effort is supportive of the SWT objective of promoting regional teamwork.

3.    Lead Organization:  EC

4.    Coordinating Organization:  OD, EC-GD

5.    Timeline and Milestones:

    a.  Input/Reviews                                       On-going

    b.  Begin Beta Test                                 May 97

    c.  End Beta Test                                     TBD

6.    How to Measure Success:

    a.  Successful fielding of the measures by SWD.

    b.  Execution of established milestones.

7.    Connection to SWD Initiative:  3.10.

**Initiative 4.1:  Use the lessons of USACE Re-invention Center for District Installation Support (IS) and case history from Support For Others (SFO) projects to support reimbursable customers**

1.    Description:  Application of these lessons will enable SWT to partner more effectively with and help installation level staffs accomplish their missions.

2.    Concept of Execution:  Project managers will maintain open communication with Re-invention Center and district SFO coordinators and incorporate customer feedback to assure effective use of new strategies which will improve the level of customer support.

3.    Lead organization:  PP

4.    Coordinating organizations:  EC, PL

5.    Timeline and milestones:

   a.   Tulsa District will host a meeting involving representatives from SWD, Re-invention Center, and other districts and divisions to establish tools and activities to further the initiative                                                    30 Sep 97

   b.   Implement tools and activities from above meeting
                                                             30 Mar 98

6.    How to measure success:

   a.   Timely accomplishment of above milestones.

   b.   Customer feedback on standard customer satisfaction surveys.

7.    Connection to SWD Initiative:  4.1.

**Initiative 5.1:  Establish and Execute a Coordinated, Unified Marketing Plan**

1.    Description:  The District's Customer Outreach Plan is designed to be an organized and strategic tool that enables our total team to maintain and enhance our district capabilities to support customers' needs.

2.    Concept of Execution:  The district has completed a Marketing Plan.  That Plan is coordinated with and supports the broader SWD Regional Plan.  The district continues to make team assignments and is developing customer profiles.  Activities are coordinated through informational transfers and voice communications among district organizations and with other players in the Regional Outreach Plan. District leadership will encourage cross training and developmental assignments to increase versatility of the work force in meeting outreach goals.  The district will be actively involved in execution of the SWD Regional Plan, ensuring coordination of effort and message to promote a single Corps to customers.

3.    Lead organization:  PL

4.    Coordinating Organization:  PP, EC, OD, PA, OC

5.    Timeline and Milestones:

      a.  Complete District Marketing Plan                      Oct 96

      b.  Develop individual marketers and marketing teams to meet existing and emerging opportunities and customer candidates
                                                            Oct 96-FY98

      c.  Make and continue individual customer contacts
                                                            Oct 96-FY97

      d.  Screen customers to identify strategic accounts    Jun 97

      e.  Meet all milestones in the SWD Outreach Plan
                                                            See SWD PLAN

6.    How to Measure Success:

      a.  Amount of income generated as a result of marketing.

b.   Number of prospective and existing customers contacted.

c.   Number of new customers for whom we are working or established customers for whom we are doing new work.

7.   Connection to SWD:  5.1.

**Initiative 5.2:  Train the workforce for outreach activities**

1.    Description:  Limited marketing skills and experience exist within the district.  This is a new beginning for district leadership as we work to improve our business and communication skills to make our marketing outreach efforts a success.

2.    Concept of Execution:  Tulsa District will provide leadership and training necessary to ensure the work force develops the awareness and skills required to maintain and enhance the districts capabilities to support existing and potential customers needs.  In addition to any formal training deemed necessary, cross training and developmental assignments will be encouraged to increase the versatility of the work force in meeting our goals. Planning Division will work with PPMD to support the Marketing Training requirements.

3.    Lead organization:  PP

4.    Coordinating organization:  Division and Office Chiefs

5.    Timeline and milestones:

    a.  Conduct marketing training for key leaders, marketers, others                                 Dec 96-Jun 97
    b.  Conduct training for other District marketers    FY97-FY98
    c.  Assess additional training requirements/needs      May 97
    d.  Provide follow-on outreach training               JUN 97
    e.  Insure team member's IDPs reflect marketing/outreach goals                                     FY97-FY98

6.    How to measure success:

    a.  Number of delighted customers (Customer Surveys).
    b.  Number of new customers.
    c.  Number of new projects.
    d.  Income generated.
    e.  Number of customers contacted.

7.    Connection to SWD Initiative:  5.2.

**Initiative 5.3:  Link and expand existing core competencies**

1.   Description:  Link and expand core competencies to shape our future and meet customer needs uncovered in marketing outreach activities.

2.   Concept of Execution:  Tulsa District will use such methods as formal surveying and outreach visits with existing and potential customers to validate existing competencies and identify the need for new or enhanced competencies.  This will promote the concept of being a resource for our customer and closing the execution loop of surveying, evaluating, and changing to improve the way we do business.  We will identify the existence of the competencies within the Corps or develop effective training programs to develop these competencies.  The district will aggressively work with SWD and other districts to share information and package these competencies into the SWD Regional and SWT Marketing Outreach Plans.

3.   Lead organization:  PP

4.   Coordinating organizations:  EC, PL, RE, OD, IM, CT

5.   Timeline and milestones:

   a.  Modify survey for needed competencies        30 May 97
   b.  Survey customers                             30 Jun 97
   c.  Meet with existing and potential customers   30 Aug 97
   d.  Revise division and office training plans    30 Sep 97
   e.  Develop tools for acquiring new competencies 30 Sep 98
   f.  Revise Outreach Plans to package competencies 30 Sep 98

6.   How to measure success:

   a.  Evaluate customer surveys.
   b.  Track number of new customers attracted by new core competencies.
   c.  Track increased work from existing customers due to new competencies.

7.   Connection to SWD Initiative:  5.3.

**Initiative 6.1:  Effectively communicate the USACE strategic vision in SWT**

1.    Description:  The entire workforce must completely understand the USACE Strategic Vision, the SWD Campaign Plan, the District OPLAN and how it applies to them.  District leaders are responsible for communicating the "One Corps" message.

2.    Concept of Execution:  The Commander will conduct a Town Hall meeting upon approval of the SWT OPLAN and discuss the OPLAN at key events throughout the year.  Town Hall meetings will be recorded and sent to all Field Offices where it will be shown as soon as possible.  The "One Corps" message will be a focus of Division leaders when they visit their respective field offices. The Commander will address the "One Corps" message at various meetings with Operations Project Managers and Lake Managers as well as Area/Resident Engineers and Project Managers.  Additionally, Division and Office Chiefs will prepare an implementation plan on how they will communicate the USACE strategic vision and the OPLAN to their organization.  Feedback to the Commander concerning communicating the vision will be conducted informally by "Brown Bag" seminars with Division and Office Chiefs and Branch and Section Chiefs.  Bulletin boards at the field offices will display the "One Corps" message.  The OPLAN will be posted on the District's home page.  Additionally, the "Year in Review" magazine prepared by PAO will focus on the "One Corps" message.  The chain of command will review the communication of the "One Corps" message at TQSC meetings.

3.    Lead organization:  Executive Office

4.    Coordinating organizations:  Division and Office Chiefs

5.    Timeline and Milestones:

    a.  Conduct Town Hall Meeting                              30 May 97

    b.  Publish articles in the "Tulsa District Record" 30 Jun 97

    c.  Post SWT OPLAN on home page                       30 Jun 97

    d.  Post vision on Field Office Bulletin Boards    30 Jun 97


    e.  Prepare brief of implementation plans to       30 Sep 97
    Commander

    f.   Prepare and publish FY97 in Review             Dec 97

6.   How to measure success:

    a.   Employee surveys.

    b.   Face-to-face discussions with employees.

7.  Connection to SWD Initiatives:  6.1.

**Initiative 6.2:  Recognize and reward accomplishment of SWT initiatives**

1.   Description:  A recognition program using existing programs and creating additional programs is being developed by SWD-HRO. Specific criteria is necessary to ensure equality in this recognition program.

2.   Concept of Execution:  SWT will use specific criteria prepared by SWD-HRO to recognize the accomplishment of our employees in who successfully execute SWT initiatives.  We will also expand our own proactive efforts to celebrate successes of individuals and teams.  Throughout the year, PAO will retain key successes and as a caring and professional team, leaders will recognize teams and individuals and present these awards in the presence of their peers and family if appropriate.  The Incentive Awards Committee will review and update the criteria for awards in conjunction with annual Corps Day Awards Program.

3.   Lead organization:  EO

4.   Coordinating organizations:  Division and Office Chiefs

5.   Timeline and Milestones:

   a.   Receive SWD HRO regional team objectives/standards for usage in TAPES performance plans                      May 97
   b.   Receive SWD HRO regional team award criteria        Jul 97
   c.    Review criteria of awards for Corps Day Program by the Incentive Awards Committee                           Feb 98
   d.   Capture and consolidate employee accomplishments and successes in PAO for use in the annual "Year in Review" magazine                                       Continuous

6.   How to measure success:

   a.   Employee feedback on the newly established program.
   b.   Total Quality Steering Committee review of awards on a quarterly basis.

7.   Connection to SWD Initiative:  6.2.

**Initiative 7.1:  Recruit, retrain and train team members in the new working environment**

1.   Description:  Training is our legacy for the future of the Corps of Engineers.  SWT will develop our workforce to keep pace with the leadership challenges of an evolving organization, to manage technological change, and to retrain for new Corps missions.

2.   Concept of Execution:  SWT will be an empowered workforce by developing an effective training program.  Leaders will identify mission essential tasks and develop a plan to train their organizations to an acceptable skill level.  Leaders will follow as a guide, the Commander's Training Policy Statement, dated 27 January 1997.  Key areas for managers to focus on are the use of in-house trainers and when possible, on-site training.  An innovative cross-training program will be developed.  Individual Development Plans are important in identifying and prioritizing long-term training.  Implementation will be a continuous responsibility of managers, supervisors, training coordinators and other members of the workforce as required.  SWT will support the USACE Corporate Recruitment, Development, and Retention Plan.  We will share ideas and resources along with coordinating innovative training opportunities with other Districts within SWD.

3.   Lead organization:  DD

4.   Coordinating organizations:  Division and Office Chiefs

5.   Timeline and Milestones:

    a.  Conduct quarterly Training Coordinators meeting     Qtrly

    b.  Develop a management training program     Jun 97

    c.  Identify mission essential task     Jul 97

    d.  Develop a plan and train to mission essential     Aug 97
    tasks

    e.  Conduct training on empowerment - What is it?     Aug 97

    f.  Support HQs and SWD plans     Sep 97

    g.  Incorporate mission essential training into annual Sep 97
    training plans

    h.  Establish a Cross-Training Program     Oct 97

i.  Conduct computer training i.e.:  Windows 95,        Jan 98
        MS Office Professional, and MS Exchange

        j.  Utilize Fort Sill Environmental Training      FY97 & FY98
        Center

        k.  Review training evaluations to identify most    Continuous
        training

6.    How to measure success:

        a.  Review feedback from employees and Division and Office
Chiefs.

        b.  Identify trends in direct and indirect cost for training.
Focus to cut indirect cost.

7.    Connection to SWD Initiative: 7.1.

**Initiative 7.2:  Maintain an Effective Work Environment**

1.    Description:  Maintain work environments within Tulsa District that effectively recognize the strengths that come from diversity and empower our people to achieve the most for our customers.  Work environments should support behavior, actions, and decisions that are consistent with the unified Army Corps of Engineers philosophy, quality customer service, integrity, professionalism, quality, and caring.  The work environments should also foster diverse attributes and talents.  Encourage Tulsa District team members to make the best use of Equal Employment Opportunity (EEO) and Affirmative Action (AA) programs to strengthen support for our customers.  Harness the benefits of special employee programs and diversity initiatives to strengthen our team in order to enable us to provide the very best customer service.

2.    Concept of execution:  Continue to implement Affirmative Employment Program (AEP) initiatives.  The accomplishment of these initiatives require finding innovative ways to train, mentor, and counsel our employees.  Another way to accomplish these initiatives is to utilize the various ways of filling vacancies in order to maximize use of the current workforce.  Employees must believe and be assured that their leaders value them in the same way that we value outside customers.  We will be able to accomplish the initiatives and milestones with utilization of all the tools available.  Information to employees will be provided through chain of command, "Tulsa District Record", brown bag meetings, and e-mail.  Tulsa District will continue to utilize the Corps of Engineers Early Resolution Program to resolve concerns and issues.

3.    Lead Organization:  EO

4.    Coordinating Organization:  Division and Office Chiefs

5.    Timeline and milestones:

    a.  Utilize Chain of Command counseling            Ongoing
    b.  Continue to utilize conflict resolution (CEERP) to re-
    solve concerns, issues and conflicts          Continuous
    c.  Participate in regional CEERP Alternate Dispute
    Resolution (ADR) team as established by SWD for EEO
    complaints            Continuous FY97

    d.  Consolidate Employee Exit Interview for evaluation
                     Qtrly FY97

e.  Disseminate, results of Employee Exit Interview to Division/Office Chiefs for implementation of applicable improvements identified.                                                    Qtrly FY97

f.  Conduct employee survey                                Aug 97

g.  Provide diversity training for all Tulsa District employees using a 3-prong approach:

    (1)  Provide diversity training to Division/Office
        Chiefs                                              FY97

    (2)  Provide diversity training to Tulsa District
        managers and supervisors                           FY98

    (3)  Provide diversity training to all employees    FY98

h.  Review goals, objectives and affirmative action requirements as outlined in the current Affirmative Employment Program (AEP) with Division/Office Chiefs
                                                        Continuous

i.  Coach and mentor team members                      Continuous

j.  Review distribution of awards                       Quarterly

k.  Review sick leave usage                             Quarterly

l.  Track Employee Assistance Program                   Quarterly

m.  Review employee discipline actions                  Quarterly

6.  How to Measure Success:

a.  Milestones accomplished (as above).

b.  Employee surveys.

c.  Statistics (CMR, etc.).

7.  Connection to SWD Initiative:  7.2.